

Identified Facility Correctional Best Practices

Branchville

Revolving Fleet Maintenance Program

Physical Plant Manager Robert Cooley developed the “revolving fleet” program in June of 2005. His intent was to address the increasing number of staff vehicle related complaints. He developed a thirteen-point inspection list that is performed upon every fleet vehicle on a monthly basis; each vehicle must pass the inspection in order to be considered operable again. The inspection insures basic operational efficiency and eliminates service problems during transportation and other staff trips.

Measurable:

- This program has resulted in a 90% reduction of staff vehicle complaints
- Guides prioritization and allocation of resources
- Supports replication
- Relevant to agency strategic plan
- Cost savings through preventive maintenance - vehicles lasting longer, less mechanical problems.
- Improved safety of facility vehicles and greater sense of safety for staff
- Improved efficiency and effectiveness of maintenance process
- Leads to improved planning and management
- Establishes staff accountability in maintenance of facility vehicles
- Enhances team work

Performance Measures

1. # staff complaints
2. # of vehicles not passing inspection and reasons why
3. # vehicles serviced in a month
4. Cost savings from preventive maintenance
5. Fleet manager reviews the list of all fleet vehicles and verifies that each vehicle has passed the 13 point inspection and if the vehicle did not pass than the manager will follow-up to make sure the necessary steps are being taken to bring the vehicle into compliance.
6. Monthly Vehicle Inspection Checklist

Parenting Program – Long Distance Dad’s

This program has received national attention and is actually based on a National Fatherhood Initiative. The Long Distance Dad’s incorporates the curriculum of the National initiative. The program offers a comprehensive parenting program that includes

a Children's Visitation Center. The program has been "normed" on an offender population in Pennsylvania. Branchville implemented the Long Distance Dad's program in 2005; the program has served 120 offenders and resulted in 264 program hours. The program consists of 12 sessions and can be completed in either 6 or 12 week sessions.

The Children's Visitation Center is an extension of the Long Distance Dad's program. In 2004 the Center was used 313 times by 44 offender-fathers and their 74 children and over 150 offenders participated in the Long Distance Dads classes.

In 2005 the Center served 194 offenders and logged over 440 hours of visits. The Center offers a child-friendly environment that helps develop and nurture the bond between father and child. A Parenting Council was created to allow the offender-fathers input into creation of special events the Council also promotes ownership and responsibility for the program.

Measurable

- The program has increased parental knowledge and skills
- Improves family relations
- Teaches understanding of parenting styles
- Increased knowledge of child development
- Promotes increased offender commitment to his children and promotes family preservation
- Improves parent-child relations
- Teaches techniques to change attitudes, skills, motivation level, knowledge
- Supports replication

Performance Measures

1. Pre and Post test
2. Entry and Exit Surveys
3. # of program hours
4. 3 Year follow-up's after offender released
5. Evaluation of participants progress notes on each visit
6. Amount of \$ and resources invested
7. Reduction in recidivism of program participants
8. # of offender attending
9. # and % of offenders completing program
10. Observation

Indiana State Prison

Incident Monitoring Program

This program has the goal of reducing incidents inside the facility by tracing and monitoring incident rates and providing statistical data for Executive review. The Assistant Superintendent reviews ALL facility incident reports and then plots the incidents on a facility map: Red = offender/offender, Blue= offender/staff and Yellow= other types of incidents. This type of tracking illustrates incident patterns over a period of time and allows for resources to be directed to the most vulnerable areas of the facility.

Last year ISP tracked ID4 and C cell house for incident report patterns, once they learned where the violence was concentrated Mr. Peters then made operational changes based on the data, this has shown to be effective and resulted in the following

Measurable

- Operational changes resulted in a shift of patterns
- Relevant to agency strategic plan
- Guides prioritization and allocation of resources
- Helps identify important variables to measure, use evaluation resources effectively
- Changed the type of act to less severe and violent
- Resulted in a change to the hours of Segregation Unit Sergeant
- Mr. Peters uses the Maps as a teaching tool with the custody staff and as a referral for senior staff.
- Guides and helps focus work
- Leads to improved planning and management
- Supports replication
- Resulted in more secure areas for offenders

Performance Measures

1. Reduction/shifts in total number of incident reports
2. Helps formulate and justify budget
3. Enhanced staff performance and improved response time
4. Reduction in type of violent act – less severe
5. # of total incident reports
6. # of injuries resulting from incident reports
7. Cost savings to facility
8. Improved staff knowledge of types and degree and locations of incident reports
9. Color coding incidents allows management to review types of incidents and question any increases in (staff/offender) incidents and then determine probable causes for incident
10. Track number of incidents individual custody staff are directly involved in

Drug and Trafficking Task Force

The goal of this practice is to reduce drug and trafficking efforts into the facility. The team members consist of non-internal affairs folks, there is a core group of six staff members, and other task force members consist of various staff from various divisions within the facility. The team members receive specialized training in the “Reid Technique” of Interviewing and Interrogation. The task force participates in sting operations and surveillance is conducted utilizing all facility resources including emergency squad and K-9 units.

Measurable

- From December 1, 2005 thru January 2006, the task force has recovered \$19,500 in contraband (cell phones, marijuana, and tobacco). From just offenders.
- Enhances team work
- Provides coherence across complex tasks, diverse environments
- Supports agency strategic plan
- Demonstrates accountability with focus on end outcomes
- Increases number of drug or trafficking leads from offenders or staff
- Amount /type of contraband recovered
- Decreased availability of contraband
- Operational. policy/procedural changes

Performance Measures

1. Amount in Dollars of contraband recovered
2. # leads regarding contraband
3. The # of leads that resulted in confiscated contraband
4. # of stings
5. Response time
6. Cost effectiveness – Amount of invested resources

Indiana Women’s Prison

NAMI Collaboration

This program is very comprehensive and developed for the psychiatric unit “special needs offenders” of IWP. The program is administered in collaboration with the National Association for Mental Illness. The program is designed to ensure treatment standards mirror community standards. The programs perform their own individualized re-entry component where they will set appointments for offenders and assist with meeting the special needs of the offender once released. There is a “special parole officer” assigned to this unit (Lisa Johnson- PD 3).

Shelia Lepper has managed the program for three years and currently oversees the program for 100 offenders with mental and medical disabilities. Other staff consists of: 4

staff members, 1 psychologist, 1 parole agent, 1 “acute” custody staff, and 3 general unit staff members per shift.

These offenders are engaged all day, special education teachers are brought to the unit for the offenders and everything that is done for the general population offenders is re-structured to fit the needs of the specialized unit. The program engages the offender teaches them how to live with their mental illness rather than letting them believe they can be cured.

The “sheltered workshop” is an extension of this program and provides pre-vocational skills, social skills, trade skills and the offenders actually perform work for State agencies or non-profit organizations (Department of Health – tube project, recycle project) this component serves 25 offenders in the morning classes and 25 offenders in the afternoon classes.

Measurable

- Offenders aren’t idle they are engaged all day in tailored activities
- Promotes change in knowledge, attitudes, skills and motivation of offenders
- Shows contribution of each partner and how results depends on all involved
- Enhances offender accountability
- Increases public awareness of the needs and concerns of the targeted population
- Workshops result in large cost savings to State and some community non-profit organizations.
- Improving social skills of offenders and increases self-sufficiency
- Teaching coping with illness skills
- Teachers being brought to offenders so as to continue to teach them
- Resulted in large reduction in suicides and attempted suicides- No suicides since program inception
- Reduced number of assaults on staff
- Improved overall living skills and capabilities

Performance Measures

1. # of program hours
2. # offenders attending program
3. # offenders expelled from program
4. # of offender program complaints
5. Cost savings to state
6. Reduction in recidivism rates for targeted offenders
7. # conduct reports of targeted population
8. # of programs offered
9. # assaults on staff or offender/offender
10. Review of treatment plans and progress notes – check to make sure specific to offender
11. Re-entry RAP plan

12. # team meetings
13. Assessment results
14. Parole violations
15. Parole case files
16. # released to the community
17. # released to hospital due to reduction in suicides and attempts results in medical cost reduction

Pendleton Correctional

Information Desk Search Process

Based on an increased number of positive results from offender drug urinalysis testing, Pendleton revised their search procedures and developed a more in depth staff and visitor search process. The additional search requirements are in addition to the traditional pat search and inspection of personal property. Pendleton added an Ionscan Narcotic Detection Device which will test for drugs on anyone entering the facility. This measure is performed on all visitors and randomly on staff.

One additional procedure was also added to the facility search process, all visitors and staff must now remove their shoes to be searched by staff. (One male officer and one female officer)

Measurable

- Reduction in amount of contraband entering the facility
- Demonstrates accountability with focus on end outcome
- Leads to improved planning and management
- Effects operational and policy changes
- Enhances facility safety
- Relevant to agency strategic plan
- Reduces staff tobacco usage
- Reduced amount of tobacco trafficking
- # of offender positive test results went from 21% in April of 2005 to 07% in February 2006.
- Reduction of overtime hours for staff handling trafficking issues

Performance Measures

1. % in the reduction of amount of contraband (by type)
2. % in reduction of staff tobacco use
3. % in reduction of overall trafficking
4. # visitors caught
5. # staff caught
6. # of positive offender drug test
7. # staff randomly searched

8. # denials into building
9. # visitors scanned by Ionscan
10. # alarms
11. # overtime hours utilized by staff
12. # written complaints by visitors and type of compliant
13. # offenders scanned by Ionscan

Indiana Women's Prison

Family Preservation Program

The Family Preservation Program within IWP is an innovative program with *the goal of empowering mothers remanded to the Indiana Women's Prison, their children and their children's caregivers to achieve their potential to develop healthy, nonviolent families through education, treatment and developing connections to supportive systems.*

The Family Preservation Program operates in conjunction with the IWP Social Service Department and has five major program components:

1. *The Therapeutic Education and Support Groups* – All mothers participate in parenting classes prior to visitation with their children. Community agencies volunteer their time by facilitating parenting classes, domestic violence and trauma groups.
2. *Parental Bonding/Visitation* – A Family Center was created within IWP that provides a nurturing environment for visitation with the children complete with games, toys, sandboxes as well as clothing donations that the children can take home. This program also coordinates with churches and other local organizations that sponsor holiday parties and activities to promote better childcare. FPP also has a nationally recognized weeklong Summer Camp, operating in conjunction with the Children's Bureau, which provides a multitude of activities to strengthen the bonds between mothers and children.
3. *Community Outreach Services* – FPP's incarcerated mothers and their families participate in learning improved life skills and developing mutually respectful relationships with the caregivers of their children. FPP works within the community as well, connecting the children of these incarcerated mothers with supportive linkages to the community so that their caregivers are fully supported.
4. *Responsible Mother, Healthy Baby* – Provides comprehensive prenatal and post partum coordination for all pregnant offenders in Indiana.
5. *Family Planning* – In partnership with Wishard, this program provides sex education and birth control to all offenders prior to their release as well as free follow-up care for one year.

Measurable

- Increased level of education and resources available
- Relevant to agency strategic plan
- Supports replication – with targeted populations
- Leads to improved planning and management
- Motivates staff, offenders, and offender families
- Promotes family preservation
- Strengthens families and provides support systems for the offender and caregivers
- Engages the community and community organizations
- Potentially reduces recidivism
- Promotes offender accountability
- Good volunteer program

Performance Measures

1. # of Offenders who successfully complete program
2. # program hours
3. # programs offered
4. # parenting classes and # of visits by children
5. Evaluation methods
6. # of offenders not completing and reasons why
7. # community organizations participating
8. # children and caregivers served
9. # of complaints against officers from students/caregivers/offender
10. Amount of resources invested
11. program expenditures
12. # healthy babies born
13. # of birth control prescriptions written for offenders
14. # of offenders who participate in the post-release follow-up care program

Plainfield Correctional

Regionalization of Business Functions and Personnel Section

This project was developed to consolidate the personnel and business functions from three Plainfield facilities. Personnel offices from RDC and IYC have been combined and centralized, many redundant functions have been eliminated and the three facilities have consolidated resources, office space and personnel.

Measurable

- Increased efficiency
- Increases resources, opportunity, and recognition
- Improved planning and management
- Guides prioritization and allocation of resources

- Better response time for service requests
- Cost-savings
- Better client /customer services
- Minimizing negative effects on processing or services
- Reduction in unmet business or personnel needs

Performance Measures

1. \$ saved
2. # of service complaints
3. Increased productivity
4. Faster processing time
5. Reduction in the number of staff complaints

Putnamville

Creation of a Sanitation Department

Due to increasing sanitation cost, Putnamville (Richard Curry) developed a “Facility Sanitation Department that would employ Putnamville offenders and enhances cleaning standards of the facility. The program has been in existence for seven years and employees 20-40 offenders, 1 Staff Sgt, and 2 custody staff.

The Sanitation Department coordinates and manages facility sanitation, distribution of chemicals, and the ordering of mattresses, toilet paper, trash bags, and sanitary gloves. The Sanitation Sergeant s given a target of \$2000.00 dollars per month for cleaning materials and is expected to manage the funds effectively. There is a “special” night team that is responsible for stripping and waxing the facility floors, there is also a team that provides street cleaning services for the facility and there is a team that is responsible for cleaning the administration building.

Measurable

- Cost savings in labor and supplies
- Met ACA standards
- Improved cleanliness of the facility
- Monthly expenditures
- Decreases health hazards
- Shows contribution of each team and shows how results depend upon all
- Cost-effective
- Promotes accountability for cleanliness
- Keeps end outcome upfront and center
- Supports replication

Performance Measures

1. Met ACA standards
2. # of offenders employed
3. Reduction in monthly expenditures
4. Reduction in costs – reported down by 20%
5. # complaints regarding cleanliness
6. Improved health of staff and offenders
7. Reduction in rodent hazard
8. Decreases in health hazards and unsightly appearances

Employee Recognition Committee (ERC)

The Putnamville Superintendent Al Parke aggressively promotes this practice within his facility. It is the commitment of the Superintendent that allows this practice to be successful. The ERC began five years ago and uses fundraisers to support three areas: (1) The Putnamville Correctional Facility Memorial Scholarship Fund which provides two scholarships to individuals pursuing a career in corrections that requires a higher education, (2) the Flower Fund which is used to send flowers in the event of a death of a staff member or immediate family member, and (3) recognize individual performance during Correctional Workers' Week in May. Most importantly the ERC promotes a sense of unity and teamwork amongst staff by helping fellow employees at Putnamville.

There are between 20-30 staff members involved in the ERC and they coordinate between 5-8 fundraisers per year. (Sell of Cookbook, Chili Cook- Off, Baked Goods at Christmas, Backpack program, Biscuit and Gravy) In addition the staff assists community non-profits with their charitable events. The Staff is responsible for all planning, programming and funding efforts.

Measurable

- Fosters goodwill and increases employee morale
- Promotes staff “buy-in” and accountability
- Leads to improved planning and management
- Supports replication
- Relevant to agency strategic plan
- Strengthens relationships between facility and staff and promotes increased resources, opportunity, and recognition with community organizations
- Promotes positive staff interactions and motivation
- Provides an outlet for work related stress.

- Investing in the building of leadership/organizational/development and planning skills of staff – Investing in the Department’s most valuable resources – its’ employees

Performance Measures

1. # of community events staff participates in
2. # of fund raising events sponsored by ERC
3. Amount of \$ raised
4. Community recognition
5. Staff retention
6. Items/services money is spent on
7. Types of programs supported by the ERC funds
8. Resources expended (inputs)
9. # staff – increase or decreases in staff involvement
10. Staff productivity (is the number of staff using sick leave being reduced)

Rockville Correctional

In Shape Rockville

This program was developed in responses to the Governor’s In Shape Indiana Program. In Shape was introduced by the Rockville Recreation Staff of (2) to both Rockville staff and offenders in January 2006, with the goals of the program being to increase physical activity among staff and offenders, reduce the number of overweight staff and offenders, reduce the number of individuals taking sick time leave and reduce on-the-job injuries among staff members. Management is looking for any associations/causes between health and staff using sick time leaves (worker productivity).

Custody staff is broken into four brackets and management will keep track of the number of “sick calls” for each bracket in monthly intervals, there are currently 30 custody staff participating in the program but many more have expressed interest. The program creates a friendly competition amongst staff; they can win tee shirts, certificates of recognition and bragging rights amongst the other custody staff brackets. Staff is challenged to:

1. Use staff workout room at ½ hour intervals at least three times per week or
2. At 10 weeks lose 20% of total overweight percentage
3. At 30 weeks lose 50% of total overweight percentage
4. At 50 weeks lose 80% of total overweight percentage

Each participant is given a health assessment a weigh in and measured on day one, given a “desk exercise CD” and handouts that give “healthy living tips.” Rockville also sponsors flu shot clinics, blood pressure testing and gives each participant a booklet that they can learn about how to measure body mass and then perform their own Body Composition Analysis.

Staff then re-designed the In Shape Program and based it off of the television show “Biggest Loser” to create the “Biggest Losing Dorm Program” for the offenders. Currently there are 300 offenders involved in the program and they are also taught the same general curriculum as staff and given the same basic materials. Exercise is a large part of the program for the offenders.

Measurable

- Staff Health Improvement and long-term impacts
- Teaches and promotes individual accountability and responsibility
- Increased staff and offender m
- Relevant to agency strategic plan
- Supports replication
- Leads to improved planning and management
- Educates staff and offenders in Healthy Living
- Provides participants with a Support System
- Offers interactive group activities while improving offender and staff relations
- Enhances team work

Performance Measures

1. # of staff using sick leave
2. Staff and offender feedback
3. # of programs offered
4. # of staff or offenders dropping out of program and why
5. Amount of weight lost in DORM competition
6. Increased staff productivity
7. # staff injuries
8. # staff attend flu clinic
9. # staff attend blood pressure testing
10. # staff participating in program
11. # of offenders participating and completing in program

Westville Correctional

The Internal Web Page

Westville developed an internal “web page” in order to increase effective communication between staff members. The IT folks at Westville created a message board so that staff would have a centralized location to ask questions or post concerns. The web page was developed inside their firewall and was intended to act as a central repository for information and communication between management and staff. The web page contains the facility Mission, Vision, and Goals, there is a “How to” section with instructions for navigating the page. The web page also includes department wide information, and any department or facility newsletters. Staff Radio assignments and call signs are posted on

the web page and there are links to IDOC policy and procedures and various key DOC programs (PLUS, CLIFF, PREA, Re-entry). There are items such as the IDOC 2006 staff training calendar, and information regarding staff benefits are available on the web page.

Measurable

- Improved Communication between management and staff
- Guides prioritization and allocation of resources
- Supports replication
- Relevant to agency strategic plan
- Leads to improved planning and management
- Improved resources, opportunity and recognition
- Enhances teamwork
- Investment in employees
- Improved Morale
- Improved and more efficient dissemination of information
- Increased awareness of staff concerns and facility issues

Performance Measures

1. # of page hits
2. Amount of information being posted
3. Accuracy and timeliness of dissemination of information
4. # of staff information reaches
5. # positive feedbacks
6. # post per week on Message Board (average 200 per week)
7. Operational/policy changes
8. Increased staff attendance
9. #of staff ideas. Suggestions, concerns generated from web page
10. Amount of invested resources